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## **PROJECT APPROACH TO MANAGEMENT AS AN INSTRUMENT FOR IMPLEMENTATION OF SUSTAINABLE DEVELOPMENT STRATEGIES OF THE REGION**

**Setting of the problem.** Harmonization of economic, social and environmental component is the main issue of management strategy for sustainable development of the region. Determination of false priorities at the early stages of the life cycle of the strategy will be able to negatively affect the quality of the society life. That is why it is extremely important to introduce innovative practices of managing region strategies and communications with stakeholders, maximize the efficient use of regional resources and reduce the uncertainty of external and internal socio-economic environment. Using the system project approach for solving the problems of management for the processes of development and implementation of strategy allows the region to efficiently manage the basic tenets of sustainable development.

**Main body.** In the latest decades, the rapid development of information and communication technologies allows to freely control the communication with all the stakeholders for developing strategies of sustainable development. Using automatic control systems and databases, the methods of Data Mining, modern software and other tools of information technology by the project team, in particular, by the bodies of state and local government, considerably reduces the risk of uncertainties occurrence and increases the efficiency of limited resources used for the project implementation.

Projects are included into the organization portfolio with the purpose of direct or indirect influence on the strategic objectives or in connection with expected high financial indicators of their realization in the short-term perspective [1]. In this case,

involvement of various projects and programs allows improving each component of the region's sustainable development in the medium and long-term perspective.

At all stages of the life cycle of the region's sustainable development strategy (creating the concept, planning, implementing and completion) the project approach primarily allows:

- establish a clear objective for each project or program;
- control WBS as stipulated to achieve the objective;
- prognosticate and respond to potential risks that arise during the strategy implementation.

Project approach has been successfully implemented in many countries at different levels of government [2]. In Ukraine, more and more bodies of state administration try to apply the project approach in their activities. But these institutions face the complexity of project management tools adaptation to the national public administration activities [3, 4]. It is considered that the problem arises because of its copying instead of methodology adaptation. In addition, several factors can be also mentioned hindering the effective implementation of the project approach. They include:

- unpreparedness of the leading apparatus to changes;
- morally and physically outdated information technology tools on the local level;
- branching of organizational structure of state and local governments;
- low level of communications in the internal and external environment;
- lack of resource support to achieve strategic goals.

However, engaging foreign and local experts having experience in project management in state and local governments will significantly improve the efficiency of using resources for designing of the sustainable development strategy of the region. Besides, the use of modern information technology tools enables to maintain the necessary level of communication for all the project activities. In modern conditions of decentralization at the regional level application of the project approach plays a key role in optimizing the economic sector of the sustainable development

strategy. It is believed that the relevance of the project approach using is explained by the need for an effective management of projects that require financing from foreign investors as well as government financial institutions. Formation of Project Offices at the state level will solve the problem of attracting investors from the developed countries of Europe, the USA and Asia as well as other stakeholders as the result of using appropriate models and methods, for example, PMBOK.

In determining the priorities for the sustainable development strategy a need arises to use various types of territorial communities analysis. Using the methods and tools of SWOT-analysis provides an opportunity to identify strengths and weaknesses of the investment attractiveness of the region.

A significant role in introducing the project approach as a management tool for the region development strategy is played by the employees of state and local governments. Their level of competence determines the effectiveness in achieving the strategic objectives of the region development.

In case of a constant increase of the personnel qualification and training in new methods and tools of project management, the effectiveness of the organizations is 25% higher comparatively with organizations that do not use staff training and development [5].

**Conclusions.** Management strategy for sustainable development of the region depends on the efficiency of the main factors of project management. Firstly, it is the harmonization of social, economic and environmental components of sustainable development. Using the tools and methods of SWOT analysis allows prognosticating and detecting the misbalance of sustainable development components for determination and justification of the priorities for the regional strategy.

Secondly, getting a high level of competence and constant improvement of qualifications at all levels of state and local governments is a key factor in the effective use of modern tools and methods of project management for achievement of the strategic objectives in the region.

Thirdly, project management and achievement of the long-run objectives of the projects and programs by using PMBOK methodology provides a cascading of the

hierarchical structure and delegating the responsibility from the macro- to the micro-level of the strategy for the sustainable development of the region.

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